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**MEMORANDUM FOR : Director of Personnel**

**SUBJECT : Implementation of Inspector General's  
Recommendations**

**REFERENCE : Your memo dated 21 September 1961;  
Subject: Resignees in grade GS-12 or  
higher**

1. The first recommendation "to establish a program of conferences between future resignees joining educational institutions and selected senior staff employees" can be accomplished without strain. The number of such resignees is small (five in FY 1961) and the time devoted to improving their attitude toward the Agency will impose no hardship on anyone concerned. As soon as the Deputy Directors notify us of the names of their designated officials, I will convene the group to review the problem and outline a course of action. I believe Chief, POD, also should be invited to participate in this public relations program. The efforts we make to alleviate a possible adverse impact on his recruiting program should have the benefit of his experience.
2. Extending the scope of this program to include all resignees is highly desirable. It is in the Agency's interest to have all departing employees, regardless of grade, leave with a favorable attitude toward the Agency. This is one of the goals of BSD in performing its exit processing functions. An extra effort should be applied to those more senior in grade who will be assuming positions of responsibility in industry or other government agencies and whose continuing good will is a matter of greater importance. It is my hope for the future that BSD will be able to handle such cases as well. For the time being, however, we are not equipped to do the whole job and I suggest that the group organized to deal with resignees joining educational institutions also concern itself with other voluntary resignees in grades GS-12 and above.
3. The IG's recommendation "to prepare a program for the continuing analysis of employee motivation" is very broad and will require a more precise definition of objectives to reduce it to manageable pro-

portions. To attempt to cover the whole field in terms of grade level, age, sex, types of occupation, education and background probably would require a sampling of two or three thousand employees. This could easily lead to an overcommitment of Office of Personnel capabilities and the program would founder. I suggest, therefore, that reasonable goals be established, at least initially, which would serve to prove or disprove some of the patterns distinguishable in the IG's analysis of resignees. For example, we could focus on males in a vulnerable age group, say 35 to 45, who are engaged in activities of a professional nature and are in grade GS-14 or below. A sampling of three to four hundred should give us the answers we are seeking and provide ample data on which sound management judgement could be based.

4. As we gain in experience the program can be expanded in scope and the number of participants increased. To start with, however, I suggest a panel of six senior members of the Office of Personnel each of whom would undertake to interview a minimum of six employees per month. I am giving consideration to the fact that these officers already have very full schedules and we are asking them to set aside what amounts to about one working day each month to this purpose. I would like to recommend for your consideration the following officers to be appointed to the panel: [REDACTED]

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5. We will need a guide for the use of the panel in conducting interviews to make sure that all pertinent information is obtained. We also could profit by some indoctrination in the technique of elicitation so that interviews could be conducted objectively and as free as possible of bias by the panelist. For this purpose I propose to draw upon the talents of the A & E Staff.

6. The selection of persons to be interviewed can be made by machine run and each panelist provided with a list of six names, with alternates if necessary, on the first of each month. He can then arrange interviews to suit his convenience. Reports of the results of the interviews should be forwarded to me. Analyses of the reports will be made periodically and a formal composite report will be prepared at the year's end.

7. A program of this kind has great potential for exploring other problem areas and I would like to see it developed to its fullest extent. I urge, however, that we take modest steps in the beginning and develop the program only as we develop our capability to handle it properly.



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Chief, Benefits and Services Division